# CHAPTER 4 ECONOMIC DEVELOPMENT

This chapter provides an assessment of general economic trends in the context of the county, region, and state, evaluates characteristics of the labor force, examines the city's economic base, and identifies the economic development resources available to the city in its pursuit of economic development and redevelopment.

#### **ECONOMIC TRENDS**

#### **Atlanta Region**

The economic base of the Atlanta region has long since transitioned from manufacturing-industrial to a service-based economy. For thirty years the Atlanta region has been one of the fastest growing metropolitan regions in the U.S. in terms of population growth. Between 1980 and 2000, jobs doubled in the Atlanta region. 1990 to 1999 was a period of unprecedented growth in metropolitan Atlanta. Regional employment increased by 40 percent between 1990 and 2000. The 1996 Olympic Games in Atlanta helped fuel regional and county growth (ARC Regional Development Plan Technical Report, Chapter 2, Economic Development).

As reported in the ARC's RDP Technical Report, Economic Development Element (2004 Update), the Atlanta region is home to 13 Fortune 500 companies, 25 Fortune 1000 companies, and more than 1000 headquarters of other major firms. These companies provide high-paying managerial jobs and produce national and international recognition and willingness to invest in the region. Wages in the State of Georgia have exceeded those at the national levels for most industries, and wages in the Atlanta region have exceeded those of the state level. Employment by occupation data show the Atlanta region's economy is more "professional" than production-oriented which is characteristic of the rest of Georgia. Atlanta also has the world's largest toll-free dialing area and the region holds a pre-eminent position in the telecommunications economy.

The Atlanta region's growth is fueled by Hartsfield-Jackson International Airport, which was the second busiest airport in the world in 2000 with 80 million passengers (ARC Regional Development Plan Technical Report, Chapter 2, Economic Development). Modernization of the international airport and extension of MARTA rail transit from the airport to North Springs (in Sandy Springs) has helped ensure the viability of employment growth corridor along Georgia 400. The Atlanta region is one of the few metropolitan regions in the U.S. where three interstate highways converge within a central city (I-20, I-75, and I-85). Sandy Springs, located between I-75 and I-85 at I-285, has remained a convenient center with respect to road transportation. And the building of GA 400 and, later, its extension to I-85 has added considerably to the accessibility advantage of Sandy Springs.

<sup>-</sup>

<sup>&</sup>lt;sup>1</sup> Fulton County is home to several Fortune 500 companies, according to the Focus Fulton 2025 Comprehensive Plan, Economic Development Element, including: United Parcel Service, BellSouth, Coca-Cola, Georgia-Pacific, Coca-Cola Enterprises, Delta Air Lines, Southern Company, Newell Rubbermaid, SunTrust Banks, Mirant, and Cox Communications (see Table 2-14 of Focus Fulton plan). Descriptions of these companies are also provided there.

## **Fulton County**

In Fulton County alone between 1995 and 2000, employment increased by 114,900 jobs.<sup>2</sup> Fulton County increased its employment at an annual average increase of 11,526 from 1980 to 1990 and 17,030 from 1990 to 2000.

Fulton County retained the largest concentration of employment in the Atlanta region in 1995 and 2000. During the 1990s, however, the rate of employment growth was faster in other parts of the region such as Gwinnett and Henry Counties (ARC Regional Development Plan Technical Report, Chapter 2, Economic Development).

Table 4.1 Total Employment, 1980-2000 Fulton County

Fulton County	1980	1990	2000
Total Employment	445,341	560,600	730,900

Source: Atlanta Regional Commission, RDP Technical Report, 2004 Update. Economic Development Element, p. 2-5, Table ED-1, Employment Trends by County.

Fulton County has historically had higher unemployment rates than the rest of the region. In the height of the 2002 recession, Fulton County's unemployment rate was 6.5 percent, while during the boom period of 2000 it was 3.6 percent (low, but the highest in the region at that time). In addition to Atlanta being the major concentration of state employment, Atlanta in Fulton County has been the largest concentration of federal employment outside Washington, DC. Fulton County led all counties in average weekly wages in 2002, at \$937 (ARC Regional Development Plan Technical Report, Chapter 2, Economic Development).

#### INDUSTRY OUTLOOK

#### **Growing Industries**

In Fulton County, services and retail trade are anticipated to be the top growing industries, according to the Focus Fulton 2025 Comprehensive Plan, Economic Development Element. See Table 2-6, "Growing Industries in Fulton County," of the Focus Fulton Plan, for the fastest growing industries in Fulton County between 2000 and 2010.

#### **Declining Industries**

In Fulton County, farm, mining, construction, manufacturing, wholesale trade, and federal military and civilian government are all projected to decline in both Fulton County and Georgia, according to the Focus Fulton 2025 Comprehensive Plan, Economic Development Element.

<sup>&</sup>lt;sup>2</sup> Though documentation is not shown here, consultant adds that Alpharetta (in north Fulton County) added some 55,000 jobs between 1995 and 1999.

#### OTHER ECONOMIC TRENDS

The following are selected observations and predictions about Georgia's economic outlook in 2006 (Humphreys and Benson 2006). Although the state's massive information industry suffered five straight years of deep job losses in Georgia, 2006 was predicted to be a turnaround year. Expansion of Georgia's economy would be higher if not for the "lingering effects of Hurricane Katrina on the economy" (Humphreys and Benson 2006). The impact of Hurricane Katrina may be complex but most would attribute higher gas prices (a negative economic influence) and boosts to Georgia's economy from relocations of businesses and inmigration from hurricane-stricken areas (a positive). "Georgia's economy is more sensitive to high gasoline and fuel prices than is the overall U.S. economy." Economic analysts also observe that several of the state's largest employers "are not doing very well" (e.g., Delta's filing of bankruptcy in 2005). As a result, it will be difficult for small and medium-sized companies to grow fast enough to compensate for cutbacks in larger companies (Humphries and Benson).

Nonresidential construction is expected to escalate in 2006, while home price appreciation is predicted to slow. Georgia's economy is heavily dependent on residential construction, and homebuilding is in the process of downshifting. As a result, the metropolitan Atlanta area and State of Georgia may not be able to outperform the nation in 2006. The Atlanta region will eventually witness loses of federal military employment with the closure of Fort McPherson. Emory University and Georgia Tech are expected to help power the economic development of the region's economy in 2006 (Humphries and Benson).

In Sandy Springs, future economic development will take place predominantly in the form of redevelopment, since there is little nonresidential land that remains vacant and available for new development.

### LABOR FORCE

Table 4.2 presents the labor force participation by sex in the Sandy Springs CDP in 2000. There was a resident labor force in Sandy Springs in 2000 of 53,524 persons, of which 54 percent were males and 46 percent were females. Approximately 83 percent of all males 16 years and over were in the labor force in 2000, and approximately two-thirds (65.7 percent) of females were in the labor force.

\_

<sup>&</sup>lt;sup>3</sup> Humphreys, Jeffrey M. and P. George Benson. "Georgia's Economic Outlook for 2006." *Georgia Business and Economic Conditions*, Vol. 65, No. 4. Fourth Quarter 2005. Athens, GA: Selig Center for Economic Growth, Terry College of Business, The University of Georgia.

Table 4.2
Labor Force Participation by Sex, 2000
Persons 16 Years and Over
Sandy Springs CDP

Labor Force Status	Male	Percent of Males 16+ Years	Female	Percent of Females 16+ Years	Total (Male + Female)	Percent of Total Persons 16+ Years
In Labor Force	29,110	82.9%	24,414	65.7%	53,524	74.1%
Not in Labor Force	6,001	17.1%	12,731	34.3%	18,732	25.9%
Total Population (16+ Years)	35,111	100%	37,145	100%	72,256	100%

Source: U.S. Census Bureau. 2000 Census, Summary File 3, Table P43.

Table 4.3 compares labor force participation rates by sex among Sandy Springs, the state, and the nation. Males 16 years and over in Sandy Springs in 2000 had much greater participation in the labor force than their counterparts in the state and nation as a whole. Females ages 16 years and over in Sandy Springs in 2000 also had significantly labor force participation rates than for the state's and nation's female labor force.

Table 4.3
Comparison of Labor Force Participation by Sex, 2000
Persons 16 Years and Over
Sandy Springs, State, and Nation

Jurisdiction and Sex	In Labor Force	Percent	Not In Labor Force	Percent
Sandy Springs CDP - Males	29,110	82.9%	6,001	17.1 %
Sandy Springs CDP - Females	24,414	65.7%	12,731	34.3%
Sandy Springs CDP - Total	72,256	74.1%	72,256	25.9%
State of Georgia - Males	2,217,015	73.1%	815,427	26.9%
State of Georgia - Females	1,912,651	59.4%	1,305,594	40.6%
State of Georgia - Total	4,129,666	66.1%	2,121,021	33.9%
United States - Males	74,273,203	70.7%	30,709,079	29.3%
United States - Females	64,547,732	57.5%	47,638,063	42.5%
United States - Total	138,820,935	63.9%	78,347,142	36.1%

Source: U.S. Census Bureau. 2000 Census; Summary File 3, Table P43.

Table 4.4 shows unemployment rates for males and females in Sandy Springs' labor force in 2000. Unemployment rates were low in 2000 for both males (2.7 percent) and females (3.1 percent), as was the overall unemployment rate in 2000 (2.9 percent).

Table 4.4
Employment Status of the Labor Force by Sex, 2000
Persons 16 Years and Over
Sandy Springs CDP

Labor Force Status	Male	Percent of Male Labor Force	Female	Percent of Female Labor Force	Total (Male + Female)	Percent of Total Labor Force
Employed	28,316	97.3%	23,661	96.9%	51,977	97.1%
Unemployed	794	2.7%	753	3.1%	1,547	2.9%
Total Labor Force	29,110	100%	24,414	100%	53,524	100%

Source: U.S. Census Bureau. 2000 Census, Summary File 3, Table P43.

The figures in Table 4.4 are shown in comparison with labor force status data for the state and nation as a whole. For males in Sandy Springs in 2000, unemployment rates were basically only half that for males in the state and nation as a whole. Similarly, the unemployment rates for women 16 years and over living in Sandy Springs in 2000 were substantially lower than those of females in the state's and nation's labor forces in 2000. These findings are certainly encouraging and representative of the strong local economy in Sandy Springs.

Table 4.5
Comparison of Employment Status by Sex, 2000
Persons 16 Years and Over in the Civilian Labor Force
Sandy Springs, State, and Nation

Jurisdiction and Sex	In Civilian	Percent	In Civilian	Percent
	Labor Force,		Labor Force,	
	Employed		Unemployed	
Sandy Springs CDP - Males	28,316	97.3%	794	2.7%
Sandy Springs CDP - Females	23,661	96.9%	753	3.1%
Sandy Springs CDP - Total	51,977	97.1%	1,547	2.9%
State of Georgia - Males	2,051,523	95.0%	107,652	5.0%
State of Georgia - Females	1,788,233	93.9%	115,400	6.1%
State of Georgia - Total	3,839,756	94.5%	223,052	5.5%
United States - Males	69,091,443	94.3%	4,193,862	5.7%
United States - Females	60,630,069	94.2%	3,753,424	5.8%
United States - Total	129,721,512	94.2%	7,947,286	5.8%

Source: U.S. Census Bureau. 2000 Census, Summary File 3, Table P43.

Table 4.6 presents the employment by occupation of the civilian labor force ages 16 years and over in Sandy Springs in 2000. Note that these data present jobs of Sandy Springs CDP residents, *not* the jobs located within the City limits of Sandy Springs (CDP in 2000). Table 4.6 also shows comparison percentages for the state and nation, in terms of total occupational mix.

# Table 4.6 Employment by Occupation by Sex Employed Civilian Population 16 Years and Over Sandy Springs CDP, 2000

Occupation		Sandy Spr		GA	U.S.	
	Male	Female	Total	%	%	%
Managerial professional, and related	15,018	12,135	27,153	52.3%	32.7%	33.6%
Service	3,112	2,675	5,787	11.1%	13.4%	14.9%
Sales and office	6,269	8,232	14,501	28.0%	26.8%	26.7%
Farming, fishing, and forestry	66	7	73	0.1%	0.6%	0.7%
Construction, extraction, and	2,321	135	2,456	4.7%	10.8%	9.5%
maintenance						
Production, transportation, and	1,488	469	1,956	3.8%	15.7%	14.6%
material moving						
Total	28,274	23,653	51,927	100%	100%	100%

Source: U.S. Census Bureau. 2000 Census, Summary File 3, Table P50.

The majority (52.7 percent) of Sandy Springs' resident work force in 2000 was employed in a single occupational category, managerial and professional. That figure is substantially higher than the state or nation as a whole, where managerial and professional occupations comprise approximately one-third of the total occupational mix. A second major occupational category for working residents of Sandy Springs in 2000 was Sales and Office, which comprised 28 percent of the total occupational employment mix; that percentage is comparable to but slightly higher than that of the state and nation. Sandy Springs' working residents in 2000 were much less likely to be employed in "blue collar" type occupations, such as construction, production, and material moving. Those types of jobs are much less prevalent in Sandy Springs when compared with the state and nation, where they comprised much greater percentages of the total occupational employment mix.

Table 4.7 provides data regarding the industries in which Sandy Springs' labor force was employed in 2000. Again, these numbers are for place of residence, not place of work. Percentages for the state and nation are also shown for purposes of comparison.

Professional, scientific, and management jobs (industries) are much more important industry sectors to Sandy Springs' working residents as of 2000, employing more than twice the percentage they do in the State of Georgia or United States as a whole. Similarly, finance, insurance, and real estate as an industry sector is much more heavily represented in terms of the jobs employing Sandy Springs' resident labor force when compared to the state and nation as of the year 2000. Arts, entertainment, recreation, accommodation and food services is a category that is also better represented in terms of employing residents of Sandy Springs in 2000 than residents of Georgia or the nation as a whole. Traditionally blue collar-type industries, such as manufacturing, construction, and transportation/warehousing and utilities employed a smaller percentage of Sandy Springs' labor force in 2000 than they did in Georgia or the United States, as shown in Table 4.7.

Table 4.7
Employment by Industry by Sex, 2000
Employed Civilian Population 16 Years and Over
Sandy Springs CDP

Industry		Sandy Spr	GA	U.S.		
	Male	Female	Total	%	%	%
Agriculture, forestry, fishing and	34	7	41	0.1%	1.4%	1.9%
hunting, and mining						
Construction	2,053	321	2,374	4.6%	7.9%	6.8%
Manufacturing	2,146	1,131	3,277	6.3%	14.8%	14.1%
Wholesale trade	1,131	531	1,662	3.2%	3.9%	3.6%
Retail trade	3,339	2,910	6,249	12.0%	12.0%	11.7%
Transportation and warehousing and utilities	864	563	1,427	2.7%	6.0%	5.2%
Information	2,065	1,652	3,717	7.2%	3.5%	3.1%
Finance, insurance, real estate	3,899	3,410	7,309	14.1%	6.5%	6.9%
and rental and leasing						
Professional, scientific,	6,137	4,728	10,865	20.9%	9.4%	9.3%
management, administrative,						
and waste management						
services						
Educational, health and social	1,990	4,821	6,811	13.1%	17.6%	19.9%
services						
Arts, entertainment, recreation,	3,133	2,155	5,288	10.2%	7.1%	7.9%
accommodation and food						
services						
Other services (except public	929	1,130	2,059	4.0%	4.7%	4.9%
administration)						
Public administration	554	294	848	1.6%	5.0%	4.8%
Total	28,274	23,653	51,927	100%	100%	100%

Source: U.S. Census Bureau, 2000 Census. Summary File 3, Table P49.

Table 4.8
Annual Average Labor Force and Employment Status, 2005
County, State and Nation

Area	Labor Force	Employed	Unemployed	% Unemployed
Fulton County	426,288	399,949	26,339	6.2%
State of Georgia	4,588,023	4,346,289	241,734	5.0%
United States	149,320,000	141,730,000	7,591,000	5.1%

Source: Georgia Department of Labor, Bureau of Labor Statistics, as reported in Georgia Area Labor Profile, Fulton County.

Table 4.8 shows year 2005 annual average labor force and employment status for Fulton County, Georgia and the U.S. As noted previously, Fulton County has historically had the highest unemployment rates in the Atlanta region, and data in Table 4.6 show that Fulton County's unemployment rate was significantly higher than the state's and nation's in 2005.

As of August 2006, the unemployment rate for Georgia was 4.6 percent, for the Atlanta Metropolitan Statistical Area<sup>4</sup> it was 4.5 percent, and for Fulton County it was 5.4 percent (Georgia Labor Force Estimates, Place of Residence, Persons 16 Years and Older, not seasonally adjusted, available at <a href="http://www.dol.state.ga.us/pdf/pr/laborforce.pdf">http://www.dol.state.ga.us/pdf/pr/laborforce.pdf</a>). The Georgia Department of Labor reports labor force statistics for cities of 10,000 or more; however, as a new municipality (incorporated December 1, 2005), Sandy Springs has not yet been included in such statistics.

#### **COMMUTING PATTERNS**

Of the 79,417 persons who worked in Sandy Springs in 2000, according to the U.S. Census Bureau, there were 12,370 persons who also lived in Sandy Springs. This means that in 2000 only 15.6 percent of the resident labor force in Sandy Springs actually worked within Sandy Springs (the CDP in 2000). That figure seems low, considering that Sandy Springs has a roughly equal number of jobs and population (nearly a 1 to 1 ratio). It is partially explained, however, when one considers the industry mix in Sandy Springs (see later sections of this Chapter), and the observation that the price of housing in Sandy Springs is substantially above what many working class households can afford to pay.

With regard to the commuting patterns of Fulton County's resident labor force (i.e., where they worked), more than two-thirds (69.1 percent) of employed residents of Fulton County worked within Fulton County itself in 2000. After Fulton County, DeKalb County was the most significant job location (10.7 percent) for Fulton County's resident labor force. Other counties with significant percentages of out-commuting from Fulton County for work in 2000 were Cobb County (6.5 percent) and Gwinnett County (5.5 percent).

With regard to the commuting patterns of people employed within Fulton County in 2000, more than one-third of the total employment (37.1 percent) in Fulton County was filled by Fulton County's own resident labor force. Other counties contributing heavily to filling jobs in Fulton County in 2000 were DeKalb County (17.0 percent), Cobb County (12.8 percent), Gwinnett County (8.0 percent), and Clayton County (5.6 percent).

#### **ECONOMIC BASE**

**Employment and Wages in Fulton County** 

Fulton County has remained an economic powerhouse in terms of employment during the last two decades and more (see Table 4.1 in this chapter). The five largest employers in Fulton County in 2005, according to the Georgia Department of Labor Area Profile for Fulton County, were: Cox Enterprises, Inc., Delta Air Lines, Inc., Georgia Institute of Technology, Georgia State University, and Turner Services, Inc. Other major employers in the Fulton area (multiple

<sup>&</sup>lt;sup>4</sup> Barrow, Bartow, Butts, Carroll, Cherokee, Clayton, Cobb, Coweta, Dawson, DeKalb, Douglas, Fayette, Forsyth, Fulton, Gwinnett, Haralson, Heard, Henry, Jasper, Lamar, Meriwether, Newton, Paulding, Pickens, Pike, Rockdale, Spalding, and Walton counties.

<sup>&</sup>lt;sup>5</sup> Census 2000 PHC-T-40, "Estimated Daytime Population and Employment-Residence Ratios."

<sup>&</sup>lt;sup>6</sup> U.S. Census Bureau, 2000 County-to-County Worker Flow Files. As reported in Georgia Department of Labor, Bureau of Labor Statistics, as reported in Georgia Area Labor Profile, Fulton County.

counties) include Wellstar Health System, Inc. and Lockheed Martin Corporation in Cobb County, and Emory University and Emory Healthcare, Inc. in DeKalb County.

The industry mix of employment in Fulton County in 2005, along with wages paid by industry, is provided in Table 4.9. Of the various industries shown in Table 4.7, Professional and Technical Services comprised the largest employment category (9.5 percent of Fulton County's total employment in 2005), followed by Accommodation and Food Services (8.9 percent), Administrative and Waste Services (8.9 percent), and Health Care and Social Assistance (7.7 percent). Finance and insurance (6.9 percent), Information (6.6 percent) and Wholesale Trade (5.7 percent) were also significant employment industries in Fulton County in 2005. Manufacturing (4.6 percent) and construction (3.1 percent) were less significant in terms of total employment mixes in Fulton County than they are in Georgia as a whole.

The Fulton County Comprehensive Plan provides a detailed comparison of employment by sector between Fulton County and Georgia. By 2025, services will reportedly account for approximately 40 percent of Fulton County's employment and 33 percent of Georgia's employment (Focus Fulton, Economic Development Element, p. 2-5). See that document for more detailed comparison data.

Table 4.9
Employment and Weekly Wages by Industry, 2005
Fulton County

Industry	Employment	% of Total	Weekly Wage (\$)
		Employment	
Construction	22,717	3.1%	\$1,022
Manufacturing	33,835	4.6%	\$1,208
Utilities	2,925	0.4%	\$1,879
Wholesale Trade	42,029	5.7%	\$1,390
Information	49,084	6.6%	\$1,556
Finance and Insurance	51,153	6.9%	\$1,712
Real Estate and Rental and Leasing	18,908	2.6%	\$1,068
Professional and Technical Services	70,474	9.5%	\$1,524
Management of Companies/Enterprises	16,077	2.2%	\$2,487
Administrative and Waste Services	66,031	8.9%	\$691
Educational Services	12,194	1.6%	\$759
Health Care and Social Assistance	57,248	7.7%	\$930
Arts, Entertainment, and Recreation	10,236	1.4%	\$842
Accommodation and Food Services	66,071	8.9%	\$401

Source: Georgia Department of Labor, Bureau of Labor Statistics, as reported in Georgia Area Labor Profile, Fulton County. Note: For definitions, see North American Industrial Classification System, available at: <a href="http://www.census.gov/epcd/naics02/naicod02.htm">http://www.census.gov/epcd/naics02/naicod02.htm</a>

With regard to wages, the highest paying industry in Fulton County in 2005 was Management of Companies and Enterprises, though it constituted only 2.2 percent of total county employment. Other industries with average weekly wages at the higher end of the scale are Utilities (\$1,879), Finance and Insurance (\$1,712), Information (\$1,556), and Professional and Technical Services (\$1,524). Although jobs in Accommodation and Food Services constituted 8.9 percent of total employment in Fulton County in 2005, weekly wages were lowest of all industry sectors at \$401.

For more data on personal incomes, see the Focus Fulton 2025 Comprehensive Plan, Economic Development Element, which provides estimates and projections of personal income for Fulton County.

# **Employment in Sandy Springs**

There is much uncertainty when it comes to estimating current employment and projecting employment in future years, for the City of Sandy Springs. There is also significant variation among sources of data. For instance, a special spreadsheet on "daytime population," produced by the U.S. Census Bureau and made available via the Atlanta Regional Commission, indicates the year 2000 employment (total workers working) in the Sandy Springs Census Designated Place (CDP) was 79,417. This is the most reliable estimate of employment in Sandy Springs.<sup>7</sup>

The U.S. Census Bureau's Economic Censuses, which are published every five years, provide details of employment by industry for cities, but Sandy Springs was not an incorporated city in 2002 and therefore data from that source are not available. County Business Patterns, an annual publication of the U.S. Census Bureau, provides employment data by industry for establishments with payroll for counties. It is important to note that data in County Business Patterns should be considered an underestimation of total employment, since some employment is with firms that do not have payroll. Furthermore, it does not include federal, state, and local government employment. Countywide employment data are useful in certain respects, but because Fulton County includes Atlanta and many other cities, one must be careful making assumptions based on countywide data and its applicability to the City of Sandy Springs.

County Business Patterns data are now published for zip codes. This information is very useful for this project because it provides data for a smaller level of geography than available for the county (or even the city). For instance, Sandy Springs includes four zip codes completely or mostly contained within the city limits (30327, 30328, 30342, and 30350), with small parts of other zip codes partially contained in the city (30022, 30092, 30338, 30319, and 30339). Of these latter zip codes, the most significant area with known employment concentrations is 30339 (Powers Ferry area south of I-285). Zip Code Business Patterns provide the total employment annually (2004 is the most recent year available), and the number of establishments by range of employment by industry (North American Industrial Classification System or NAICS), but it does not provide details of employment by industry. Zip Code Business Patterns, as shown in Table 4.10 below, indicate that there were approximately 110,000 employees (years 2002-2004) in just four zip codes, two of which are fully contained within Sandy Springs and two others that extend well beyond the city limits.

53

<sup>7</sup> In contrast, the Sandy Springs Interim Comprehensive Plan indicates that year 2000 employment in Sandy Springs was 141,282 (Source: Fulton County Environment and Community Development Department).

Table 4.10
Employment by Selected Zip Code, 2002-2004
Partially or Fully Within the City Of Sandy Springs
(Establishments With Payroll Only)

Zip Code	Area of City	2002	2003	2004
30327	SW (below I-285)	13,865	14,241	14,597
30328	Central (above I-285)	53,201	50,682	51,775
30342	SE (below I-285)	29,674	30,725	29,581
30350	North	12,317	12,606	15,024
Total Shown	(part of city; part outside city)	109,057	108,254	110,977

Source: U.S. Census Bureau, County Business Patterns, Fulton County, 2002-2004. Compiled by Jerry Weitz & Associates, Inc., September 2006. Note: This source provides the number of establishments by industry type, but not employment by industry type (just total employees).

Table 4.11 provides short-term employment projections for Fulton County and Sandy Springs, and Table 4.12 provides long-term projections. Employment in Sandy Springs is estimated to have increased annually in recent years by approximately 1,000 and is forecasted to continue that pace of job increase.

Between 2006 and 2030, Sandy Springs is projected to add another 26,844 jobs. Projections are based on Atlanta Regional Commission Envision 6+ data, assuming that Sandy Springs will maintain a constant share of total county employment of 11 percent.

Table 4.11 Short-term Employment Projections, 2006-2012 Fulton County and Sandy Springs

Jurisdiction	2006	2007	2010	2011	2012
Fulton County ARC Envision6+	781,651	790,109	815,485	826,894	838,303
City of Sandy Springs	85,981	86,912	89,703	90,958	92,213

Source: Fulton County projections from Atlanta Regional Commission, Envision 6+ (certain years interpolated). Sandy Springs share of total Fulton County employment (11%) calculated from Census 2000 PHC-T-40, "Estimated Daytime Population and Employment-Residence Ratios: 2000" for Sandy Springs Census Designated Place (CDP) and Fulton County.

Table 4.12
Long-term Employment Projections, 2015-2030
Fulton County and Sandy Springs

Jurisdiction	2015	2020	2025	2027	2030
Fulton County ARC Envision6+	872,530	929,575	977,648	996,877	1,025,721
City of Sandy Springs	95,779	102,253	107,541	108,599	112,825

Source: Fulton County projections from Atlanta Regional Commission, Envision 6+ (certain years interpolated).

#### **ECONOMIC DEVELOPMENT RESOURCES**

This section summarizes development agencies, programs, tools, education, training and other economic resources available to the community's businesses and residents. A more detailed inventory and assessment of these resources is provided in the Focus Fulton 2025 Comprehensive Plan, Economic Development Element.

The Fulton County Economic Development Department is the primary agency responsible for economic development in Fulton County (and, by extension, Sandy Springs). Activities of the Department are described in detail in the Focus Fulton 2025 Comprehensive Plan, Economic Development Element. The Greater North Fulton Chamber of Commerce serves Sandy Springs, and the Metro Atlanta Chamber of Commerce serves the entire Atlanta region including Sandy Springs. The Sandy Springs Business Association was formed to maintain and enhance the economic health of Sandy Springs.

Community Improvement Districts (CIDs) have been formed in Fulton County to assess additional property taxes on commercial properties for infrastructure. In Sandy Springs, there is the Perimeter CID. A Sandy Springs Tax Allocation District (TAD) was established along Roswell Road prior to Sandy Springs' incorporation in 2005, but that prior approval is reportedly no longer valid with the incorporation of Sandy Springs as a city.

Education and training opportunities available to Fulton County residents are described in the Focus Fulton 2025 Comprehensive Plan, Economic Development Element, including: Atlanta Regional Workforce Board, numerous vocational and technical schools, and Fulton County Human Services Department.

Generally, the current resources available to Sandy Springs via the Fulton County Economic Development Department and other providers is considered adequate, and not much if any intervention at the level of City of Sandy Springs Government is considered necessary in the short term to sustain economic growth. More concerted efforts to stimulate redevelopment will eventually be needed, however. Sandy Springs has established a Community Development Department which will prepare a Consolidated Plan for Community Development Block Grant entitlement funds.